RS&H

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Ted Stevens Anchorage International Airport
Master Plan Update
Chapter 1 – Goals and Objectives

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Preface

The Ted Stevens Anchorage International Airport (Airport) Master Plan Update (Master Plan Update) provides Airport management and the Alaska Department of Transportation & Public Facilities (DOT&PF) with a strategy to develop the Ted Stevens Anchorage International Airport. The intent of the Master Plan Update is to provide guidance that will enable Airport management to strategically position the Airport for the future by maximizing operational efficiency and business effectiveness, as well as by maximizing property availability for aeronautical development through efficient planning. While long-term development is considered in master planning efforts, the typical planning horizon for the Master Plan Update is 20 years.

The Federal Aviation Administration provides guidance for Master Plan development in FAA Advisory Circular 150 / 5070-6B, *Airport Master Plans*. Although not required, the Advisory Circular strongly recommends airports prepare a Master Plan. Funding for the Master Plan Update is provided primarily by the Federal Aviation Administration through an Airport Improvement Program grant.

A comprehensive Master Plan Update was last prepared between 2012 and 2014. This Master Plan Update was initiated in December 2021 and is anticipated to conclude in 2025. The DOT&PF entered into a contract with the firm RS&H to lead this effort. The Master Plan Update included a comprehensive public and stakeholder involvement program.

Table of Contents

1.1 Introduction 1
1.2 Airport Master Plan Update Goals 2
1.2.1 Safety 3
1.2.2 Efficiency 3
1.2.3 Environmental Awareness 4
1.2.4 Fiscal Sustainability 4
1.2.5 Land Management 4
1.2.6 Communication 5
1.2.7 Resilience 5
1.3 Stakeholder Issues 6
1.3.1 Safety 6
1.3.2 Efficiency 7
1.3.3 Environmental Awareness 8
1.3.4 Fiscal Sustainability 8
1.3.5 Land Management 9
1.3.6 Communication 9
1.3.7 Resilience 9
1.4 Airport Master Plan Update Objectives 10
1.4.1 Safety 10
1.4.2 Efficiency 10
1.4.3 Environmental Awareness 12
1.4.4 Fiscal Sustainability 12
1.4.5 Land Management 13
1.4.6 Communication 13
1.4.7 Resilience 14

Acronyms and Abbreviations

AAAC	Airport Airline Affairs Committee
AAC	Aircraft Approach Category or Alaska Administrative Code
AACC	Anchorage Airport Communications Committee
AAD	Annual Average Day
AADT	Annual Average Daily Traffic
AAGR	Average Annual Growth Rate
AC	Advisory Circular
ACHP	Advisory Council on Historic Preservation
ACMI	Aircraft, Crew, Maintenance, and Insurance
ACMP	Anchorage Coastal Management Plan
ACRP	Airport Cooperative Research Program
ADAPT	Annual Delay and Activity Performance Times
ADEC	Alaska Department of Environmental Conservation
ADF	Aircraft Deicing Fluid
ADF&G	Alaska Department of Fish and Game
ADG	Airplane Design Group
ADNR, OHA	Alaska Department of Natural Resources, Office of History and Archaeology
ADOLWD	Alaska Department of Labor and Workforce Development
AEDC	Alaska Economic Development Corporation
AFSC	Anchorage Fueling and Service Company
AGL	Above Ground Line
AHPA	Alaska Historic Preservation Act
AHRS	Alaska Heritage Resource Survey
AIAS	Alaska International Airport System
AIDEA	Alaska Industrial Development and Export Authority
AIP	Airport Improvement Program
Airport	Ted Stevens Anchorage International Airport
AIT	Advanced Imaging Technology
AMATS	Anchorage Metropolitan Area Transportation Study
ANGB	Air National Guard Base
AOA	Air Operations Area
APDES	Alaska Pollutant Discharge Elimination System
APU	Auxiliary Power Units
ARC	Airport Reference Code
ARFF	Aircraft Rescue and Fire Fighting
AS	Alaska Statute
ASDA	Accelerate-Stop Distance Available
ASDE	Airport Surface Detection Equipment

ASIG	Aircraft Service International Group
ASPM	Aviation System Performance Metrics
ASR	Airport Surveillance Radar
ATCT	Airport Traffic Control Tower
AWMP	Anchorage Wetlands Management Plan
AWWU	Anchorage Water and Wastewater Utility
BAT	Best Available Technology
BGEPA	Bald and Golden Eagle Protection Act
BMPs	Best Management Practices
BRAC	Base Realignment and Closure
BRL	Building Restriction Line
CAA	Clean Air Act
CAD	Computer-aided Design
CATS	Compliance Activity Tracking System
CBIS	Checked Baggage Inspection System
CBP	Customs and Border Protection
CBRA	Checked Baggage Resolution Area
CCSF	Certified Cargo Screening Facility
CDS	Consolidated De-Icing Services
CERCLIS	Comprehensive Environmental Response, Compensation, and Liability Information System
CESQG	Conditionally Exempt Small Quantity Generator
CFC	Customer Facility Charge
CFR	Code of Federal Regulations, or Crash / Fire / Rescue
CIP	Capital Improvement Plan
CO	Carbon Monoxide
Coastal Trail	Tony Knowles Coastal Trail
COD	Chemical Oxygen Demand
CONRAC	Consolidated Rental Car Facility
CUPPS	Common Use Passenger Processing Systems
CZMA	Coastal Zone Management Act
DHS	Department of Homeland Security
DME	Distance Measuring Equipment
DNL	Day-night Average Sound Level
DO	Dissolved Oxygen
DOT	U.S. Department of Transportation
DOT&PF	Alaska Department of Transportation and Public Facilities
EAS	Essential Air Service
EDS	Explosive Detection System

EMS	Environmental Management System
EOC	Emergency Operations Center
EQA	Equivalent Aircraft
ETD	Explosive Trace Detection
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBO	Fixed Base Operator
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FIRMs	Flood Insurance Rate Maps
FIS	Federal Inspection Service
FMRA	FAA Modernization and Reform Act of 2012
FY	Fiscal Year
GA	General Aviation
GPS	Global Positioning System
GRE	Ground Run-Up Enclosure
GSE	Ground Service Equipment
HLB	Heritage Land Bank
IAS	International Aviation Services, Inc.
IATA	International Air Transport Association
IBC	International Building Code
IFR	Instrument Flight Rules
IFT	International Freight Terminal
ILS	Instrument Landing System
INM	Integrated Noise Model
ISER	Institute of Social and Economic Research (at the University of Alaska Anchorage)
JBER	Joint Base Elmendorf-Richardson
LDA	Landing Distance Available
LOC	Localizer
LOS	Level of Service
LUST	Leaking Underground Storage Tank
MOA	Municipality of Anchorage
MSA	Metropolitan Statistical Area
MSGP	Multi-Sector General Permit
MSL	Mean Sea Level
MTOW	Maximum Takeoff Weight
NAAQS	National Ambient Air Quality Standards
NAC	Northern Air Cargo
NADP	Noise Abatement Departure Profiles

NAMS	Northern Air Maintenance Services
NAVAID	Navigational Aid
NCP	Noise Compatibility Program
NDB	Non-directional Beacon
NEMs	Noise Exposure Maps
NEPA	National Environmental Policy Act
NHPA	National Historic Preservation Act
NOAA	National Oceanic and Atmospheric Administration
NPDES	National Pollutant Discharge Elimination System
NPIAS	National Plan of Integrated Airport System
NPL	National Priorities List
NRHP	National Register of Historic Places
O&D	Origin and Destination
O&M	Operations and Maintenance
OAIASS	Optimize AIAS Strategy
OER	Operating Expense Ratio
OFA	Object Free Area
OFZ	Obstacle Free Zone
OSR	On-Screen Resolution
PAL	Planning Activity Level
PAPI	Precision Approach Path Indicator
PCC	Portland Cement Concrete
PCI	Pavement Condition Index
PDARS	Performance Data Analysis and Reporting System
PFAS	Per- and Polyfluoroalkyl Substances
PFC	Passenger Facility Charges
PM-10	Particulate Matter with a Diameter of 10 Microns or Less
PM-2.5	Particulate Matter with a Diameter of 2.5 Microns or Less
QTF	Quick-Turnaround Facility
RCRA	Resource Conservation and Recovery Act
RDC	Runway Design Code
RNAV	Area Navigation
ROFA	Runway Object Free Area
RON	Remain Overnight
RPZ	Runway Protection Zone
RSA	Runway Safety Area
RSIP	Residential Sound Insulation Program
RTR	Remote Transmitter Receiver
SCS	Sterile Corridor System

SHPO	State Historic Preservation Office(r)
SIDA	Security Identification Display Area
SIP	State Implementation Plan
SSCP	Security Screening Checkpoint
STEP	South Terminal Expansion Project
SWPPP	Stormwater Pollution Prevention Plan
TACAN	Tactical Air Navigation
TDG	Taxiway Design Group
TERPS	Terminal Instrument Procedures
TODA	Takeoff Distance Available
TORA	Takeoff Run Available
TRACON	Terminal Radar Approach Control
TSA	Transportation Security Administration
UPS	United Parcel Service
USDA-WS	U.S. Department of Agriculture - Wildlife Services
USEPA	U.S. Environmental Protection Agency
USFWS	U.S. Fish and Wildlife Service
USPS	United States Postal Service
VASI	Visual Approach Slope Indicator
VFR	Visual Flight Rules
VOCs	Volatile Organic Compounds
VOR	Very High Frequency Omnidirectional Range
WAAS	Wide Area Augmentation Systems
WADP	West Anchorage District Plan
WBI	Whole Body Imaging
WHA	Wildlife Hazard Assessment
WHMP	Wildlife Hazard Management Plan

1.1 Introduction

The Ted Stevens Anchorage International Airport (Airport or ANC) Master Plan Update provides Airport management and the Alaska Department of Transportation & Public Facilities (DOT&PF) with a strategy for the continued development of the Airport. An airport master plan was last prepared between 2012 and 2014, meaning this update addresses nearly ten years of continued aviation growth at ANC and will look ahead to 2040.

The Federal Aviation Administration (FAA) defines an airport master plan as "a comprehensive study of an airport and usually describes the short-, medium-, and long-term development plans to meet future aviation demand" (FAA Advisory Circular 5070-6B, *Airport Master Plans*). Understanding the definition of an airport master plan is important because the study's goals and objectives, the subject of this chapter, help keep the process focused on its core purpose. A master plan is comprehensive in that it considers all functional areas of the airport. It is future focused and considers near term, mid-term, and long-term needs. Lastly, a master plan will document facility needs related to aviation demand including airplane operations, passenger levels, and air cargo.

The purpose of this chapter is to document project goals and objectives. Project goals are broad statements about what the Airport hopes to achieve through the Master Plan Update process. Objectives are more detailed statements associated with the goals. The objectives provide a framework for evaluating the Master Plan Update process and help determine if the project goals are met. The goals and objectives will be used to evaluate alternative actions for meeting the primary purpose of the Master Plan Update: evaluating the best course of action for airport development to meet future aviation demand.

1.2 Airport Master Plan Update Goals

Project goals clarify what ANC staff and leadership hope to achieve by preparing the Airport Master Plan Update. The analyses, evaluations, discussions, and decisions made during the project can be evaluated against the project's goals.

The following goals were identified at the project's outset in a staff and airport leadership workshop and are modestly evolved from the prior Master Plan. The project goals can be refined based on feedback from Airport staff, tenants, users, and members of the general public during the Master Plan Update process.

Safety	Maintain or enhance the safe operation of the Airport
Efficiency	Maintain or enhance the efficient operation of the Airport
Environmental Awareness	Minimize the impact of airport development through environmental awareness
Fiscal Sustainability	Maintain the long-term fiscal sustainability of the Airport
Land Management	Facilitate long-term Airport development through strategic land management planning
Communication	Engage stakeholders through open communication
Resilience	Minimize impact of operational interruptions and disruptions

A word on the concept of sustainability: Sustainability is a broad term and there is disagreement on its precise definition. For the purposes of this Master Plan Update, sustainability pertains to the ongoing success of the Airport's operation. Overall operational sustainability is essential to the Airport's long-term viability and sustainability is incorporated into the Master Plan Update. The aviation industry has adopted the "EONS" approach to airport sustainability:

- **E**conomic viability
- **O**perational excellence
- **N**atural resource conservation
- **S**ocial responsibility

'E' in EONS is addressed through the fiscal sustainability and operational efficiency goals.
'O' in EONS is addressed through the safety, efficiency, and land management goals.
'N' in EONS is addressed through the environmental awareness, resilience, and efficiency goals.
'S' in EONS is addressed through the communication, and environmental awareness goals.

Sustainability themes are incorporated into the Master Plan Update process and are foundational to the Master Plan Update purpose: to prepare a responsible development plan to meet future aviation demand.

1.2.1 Safety

Safety is the core principle that guides all development in aviation, from the airport level to the FAA level and beyond. An airport cannot operate without prioritizing safety, and the FAA motivates this perspective through design standards and funding eligibility for airport projects. From the Master Plan Update perspective, safety is incorporated through airfield geometry and design standards, facilities, and operational considerations.

The Master Plan Update will evaluate airport conformance with current design standards and evaluate an effective development plan to resolve any non-standard conditions.

1.2.2 Efficiency

ANC is an essential state, national, and international passenger and cargo air transportation hub. For Alaska, ANC serves as a critical centralized transportation link as a function of Alaska's overall reliance on air transportation to reach Alaskan communities without a roadway link. Alaskans rely on ANC for access to essential healthcare and other resources in the Anchorage area and as the State's only major air hub link to the Lower 48 United States.

At the time of this writing, ANC serves as the third busiest cargo airport in the world and second busiest in the U.S. when measured by landed cargo weight. Growth in e-commerce and just-in-time shipping has fortified ANC's standing as a vital cargo link between Asia and the Americas. Efficient overall airport operations must be maintained even as hourly, daily, and annual aviation demand increase.

The Master Plan Update will evaluate airport efficiency in terms of its ability to accommodate growth in passengers, cargo, and operations while limiting congestion.

1.2.3 Environmental Awareness

The Master Plan Update includes an environmental overview that will document the natural environment, including sensitive areas, on and near the Airport. Airport development is required to undergo environmental entitlement prior to implementation. That process follows rules set in the National Environmental Policy Act (NEPA) of 1970 which was established "to foster and promote the general welfare, to create and maintain conditions under which [people] and nature can exist in productive harmony, and fulfill the social, economic, and other requirements of present and future generations of Americans."

The Master Plan Update will consider potential environmental impacts that could result from airport development. These potential impacts are documented in the Master Plan Update and considered in the evaluation of development alternatives. The environmental awareness project goal seeks to achieve balance between the built and natural environment and through minimizing unavoidable environmental impacts and conformance to FAA guidance.

1.2.4 Fiscal Sustainability

ANC is a vital economic asset for the State of Alaska. Effective financial resource management is integral to maintaining the Airport's economic contribution to the State. ANC's importance and rank in air cargo has continued to grow in the decade since the prior Master Plan was prepared.

This Master Plan Update will consider cost-effective development to maintain the Airport's appeal to aviation businesses and airlines. This approach requires balancing development and investment with cost and debt. Development that maintains or improves the Airport's operational efficiency without incurring unnecessary cost is preferred.

The Master Plan Update will evaluate fiscal sustainability through development of high-level cost estimates for alternative development plans while considering the operational benefits or savings that would result from the proposed development.

1.2.5 Land Management

ANC consists of approximately 4,212 acres and is bounded by shoreline and urban development of parks and neighborhoods. The Airport area is constrained, and the available airport property must be thoughtfully managed to enable the Airport to accommodate increased demand through and beyond the Master Plan Update horizon.

ANC can meet its full development potential and meet Alaska's aviation needs by continuing to strategically manage land for future facility development.

The Master Plan Update will identify near-term and long-term development needs and identify land that must be protected from incompatible development both on and off airport.

1.2.6 Communication

Airport stakeholders include Airport staff, FAA, tenants, users, community councils, Alaska businesses, nearby residents, and members of the public. Each stakeholder cares about and is impacted by the operation, development, and effects of the Airport. Effective and proactive communication with stakeholders during the Master Plan Update helps align the Airport's future development with a range of needs. The Master Plan Update includes a Public Involvement Program to inform stakeholders and collect feedback related to development needs and impacts that may result from airport development.

Through dialogue, all stakeholders will be informed, and the Airport's development decisions and their rationale will be shared. This communication is documented in **Appendix A – Public Involvement Plan (PIP).**

1.2.7 Resilience

Airports are important economic engines, providing users access to the world and supporting the transfer of goods, services and people. Any disruption can have a ripple effect throughout the aviation system resulting in substantial costs to users and organizations relying on the services provided by the airport.

Airport resilience is a relatively new focus of airport planning that helps identify actions that airports can take to minimize disruptions caused by sudden, acute shocks (e.g., severe weather events, earthquakes, etc.) and long-term chronic stressors (e.g., climate change, aging infrastructure) that may impact airport infrastructure and operations. Resilience is also becoming a key focus for the FAA as they begin to address adverse effects of climate change and work to improve aviation system sustainability.

The Master Plan will include a determination of airport assets vulnerable to acute shocks and chronic stressors and identify mechanisms for the Airport to maintain operations after a sudden event or over long-term environmental changes.

1.3 Stakeholder Issues

Stakeholder participation is the process used to collect, understand, and incorporate meaningful stakeholder input so that project decisions reflect both technical requirements and public concerns. Stakeholders include Airport staff, FAA, Airport tenants and users, community councils, Alaska businesses, nearby residents, and members of the public. It includes groups and individuals with an interest in the Master Plan Update process or those who may be affected by the process. This communication is documented in **Appendix A – Public Involvement Plan (PIP).**

The Airport is sensitive to the interests and values of the public and other stakeholders, and strives to maintain a positive and receptive attitude when meeting with these groups. The Master Plan Update team will be collecting and documenting information from stakeholders throughout the Master Plan Update process. Goals and objectives may be refined during the process to reflect new information and feedback from stakeholders.

A master plan update usually cannot address all issues that are collected and documented nor is it the best process to address every stakeholder's individual issue. However, a master plan update can be a place where issues are documented and then addressed through other planning efforts, studies, or agencies. Some issues may relate to policy or operational procedures that are not addressed in an airport master plan update. This Master Plan Update focuses on the determination of what future facilities, infrastructure, and land use is required to accommodate future aviation demand. The Master Plan Update team will attempt to identify an alternative team or agency to address other issues when feasible.

The following is a list of initial stakeholder issues identified by Airport staff, airlines, and tenants. Additional issues may be added to this section after early public and stakeholder involvement efforts.

1.3.1 Safety

- Address Hot Spot 1 (at the intersection of Taxiway G and Taxiway E and K)
- Address Hot Spot 2 (Taxiway E between Runway 7L-25R and Runway 7R-25L)
- Address non-standard acute taxiway geometry
- Evaluate overall airfield geometry relative to current standards and best practices for airfield geometry

1.3.2 Efficiency

- Consider secondary Snow Removal Equipment storage and Quick Turn Facility (west side)
- Analog/dated systems may be limiting development
- Additional parking/RON positions are needed
- Additional deice areas are needed
- Intensive commercial traffic peaks may strain airport facilities
- Gating, baggage flow, and curbside capacity concerns with widebody aircraft, busses, and cruise ship traffic (e.g., peak periods) may be inefficient or nearing capacity
- Address long walking distance between North Terminal and South Terminal
- Vehicle parking is constraining capacity
- Traffic flow on terminal curb and roadways can be congested
- Look to optimize signage, access points, and circulation on airport roads near terminal
- Address potential short-term public, covered long-term public, and rental car overflow parking needs
- Evaluate future redevelopment / reuse of the North Terminal
- Determine the future use of the Rail Depot
- Ease congestion during peak departure periods in South Terminal (B Concourse) baggage screening and makeup
- Ensure airfield capacity can efficiently serve demand
- Consider simultaneous approaches to Runways 7L and 7R
- Implement advanced navigational aids (NextGen)
- Improve access to Air Operations Area (AOA) for ground handlers and airline support
- Identify potential location of heliport
- Protect / identify airfield and airport snow disposal sites
- Document airport fuel farm capacity and preserve the ability to expand
- Identify best locations for aircraft engine run-up facilities
- Evaluate ground support equipment storage areas
- Preserve land for future airfield capacity if and when it is needed
- Plan West Airpark development
- Consider public transit options
- Review general aviation traffic patterns
- Make improvements to taxi / commercial vehicle staging areas

1.3.3 Environmental Awareness

- Improve deice fluid runoff capture
- Document presence of PFAS and avoid exacerbating PFAS contamination
- Consider the Airport's carbon footprint
- Understand environmental regulations and procedures regarding timely tenant construction
- General aviation aircraft, older aircraft, and engine run-up operations may contribute to noise impacts
- Maintain noise abatement operations procedures whenever feasible to avoid unnecessary noise impacts to residential areas
- Balance airport related traffic and congestion on Northern Lights Boulevard and Raspberry Road
- Remain cognizant of fuel fumes and aircraft exhaust nuisances
- Continue maintaining and improving stormwater management
- Recognize importance of recreational land near Airport
- Preserve quality and continuity of Tony Knowles Coastal Trail
- Preserve parkland and airport buffers
- Consider animal and bird habitat areas
- Improve bicycle trails (aesthetics and lighting)
- Monitor, prevent, and mitigate noxious and invasive weeds
- Be mindful of airport landscaping aesthetics

1.3.4 Fiscal Sustainability

- Maximize grant funding for airport development projects
- Make careful consideration of eligible and allowable costs for AIP funded projects
- Make careful consideration of the Airport's dependance on cargo activity
- Preserve the Airport's competitive appeal/attractiveness to cargo airlines
- Identify opportunities for more cargo transfer and facility investment – enhance the Airport's positive economic impact
- Ensure long-term fiscal sustainability – balanced and responsible investment
- Maintain ANC's competitive advantage

1.3.5 Land Management

- Prepare an airpark lease strategy that helps identify the highest and best use for scarce airport land resources
- Determine best uses of landside areas – snow dump, car rental facilities, warehousing
- Develop conceptual long-term development plan beyond the Master Plan Update planning horizon
- Accommodate expansion of the Asplund Wastewater Treatment Facility owned and operated by the Anchorage Water and Wastewater Utility
- Evaluate ongoing redevelopment of the former Kulis Air National Guard facilities and overall South Airpark
- Ensure the Airport has room to grow and that maintaining recreational facilities are not mutually exclusive
- Consider the West Anchorage District Plan (WADP) and Anchorage 2040 Land Use Plan (ANC 2040 LUP)
- Determine the value of existing and potential aeronautical and non-aeronautical development for informed land use decision making
- Utilize Airport property to its fullest extent
- Develop explicit land use agreements
- Develop the South Airpark in a responsible manner

1.3.6 Communication

- Maintain the lines of communication and rapport with the public established during the previous Master Plan including community and native Alaskan stakeholders
- Advance statewide understanding of ANC's importance to Alaska
- Continue communication of FAA's role in Airport decision-making
- Continue the long-term relationship with stakeholder groups
- Clarify Municipality of Anchorage's involvement and role
- Consider comments from previous master planning efforts
- Expand on how the Master Plan Update relates to other studies
- Provide ample notice of upcoming meetings
- Share user group email lists

1.3.7 Resilience

- Consider potential impact of climate change on ANC operations
- Continue to evaluate ANC's competitive role in Asia-America transpacific cargo trade
- Support rapid evolution of e-commerce effect on trade and air cargo
- Monitor aviation fuel supply globally and locally

- Monitor geopolitical considerations including foreign airspace closure impacts on Alaska
- Understand and plan for Airport recovery from other events – volcanic eruptions, forest fires

1.4 Airport Master Plan Update Objectives

Objectives support the goals with more detailed criteria that, ideally, can be measured. Individual objectives are grouped under each goal and attempt to address the issues identified by Airport staff, stakeholders, and the Master Plan Update team.

Objectives are developed in consideration of stakeholders input and refined as necessary throughout the Master Plan Update process. The objectives are used to develop performance measures against which the master plan alternatives for future development are evaluated. Overall, the objectives help the Master Plan Update team stay on a set planning course.

The Master Plan Update objectives are presented below under each of the seven goals:

1.4.1 Safety

Goal: *Maintain or enhance the safe operation of the Airport*

The Master Plan Update will prioritize and consider safety in every aspect of facility planning. The Airport operates safely today, and the Master Plan Update will seek to ensure the Airport's safe operation is maintained or enhanced with any recommended development. The following specific objectives help ensure that the overall goal of maintaining or enhancing safety is achieved:

- Plan airfield facilities including taxiways and runways that meet or exceed established design and operational standards and best industry practices relating to airfield safety
- Plan to provide safe, secure access to the Air Operations Area for Airport users
- Plan terminal and landside facilities that meet current safety and security standards and consider the unique operational needs present for Alaska travelers and in Alaska's climate

1.4.2 Efficiency

Goal: *Maintain or enhance the efficient operation of the Airport*

The purpose of an airport master plan, as prescribed by FAA, is to plan future development to ensure the airport can meet future aviation demand. Future demand may include growth in airplane operations or passengers and can also result in changes in airplane operations and passenger behavior. The master plan must consider how these changes will impact the airport and identify development that will enable the airport to continue operating with minimal delays or inconveniences for airport users. Efficiency is a goal under which the following objectives pertain:

- Consider ANC's role in the Alaska International Airport System (AIAS)
- Make use of existing infrastructure a priority to meet future demand
- Plan airport facilities that accommodate aircraft operational demand and aircraft fleet mix changes anticipated during the planning period and consider long-term demand beyond the planning horizon
- Plan airport facilities that accommodate passenger demand within and beyond the planning horizon
- Plan for the modernization of the Airport's aging and analog systems to accommodate growing airport traffic and services
- Plan passenger facilities that can flexibly accommodate high summer peak travel demand
- Consider airport roadway capacity, design, and signage for travelers accessing the terminal
- Consider airport roadway capacity, design, and signage for tenants and commercial transportation companies
- Airport parking, including short-term parking for meeters/greeters should meet demand and be easy to find
- Airport parking for employees at the terminal and at tenant sites should meet demand
- Public transportation access including city buses, charter buses, taxis, and other shared ride services should be accommodated conveniently
- Commercial vehicle staging areas should be convenient and sized appropriately to meet peak demand periods
- ANC serves as an air transportation hub for all Alaskans and should support convenient travel between Anchorage and Alaska's other communities
    - This includes accommodation of Alaskans making trips to Anchorage for healthcare, essential services, and other reasons
- The Airport terminal should be planned to enable efficient use by passengers of all abilities

1.4.3 Environmental Awareness

Goal: *Minimize the impact of airport development through environmental awareness*

The Master Plan Update outlines the Airport's role and responsibilities regarding addressing federal, state, and local environmental regulations. An environmental inventory, as well as high-level analysis of potential environmental impacts of the Airport's current and future operation and facilities are undertaken to address this goal. Environmental awareness is a goal under which the following objectives pertain:

- Prepare an environmental overview that documents the airport's environmental setting
- Seek opportunities to minimize the Airport's unavoidable environmental impacts
- Consider noise levels in and around the Airport and manage airport development in a manner that minimizes airplane noise impacts
- Coordinate with other agencies during planning to assess environmental mitigation opportunities
- Document the Airport's conformance with Effluent Guidelines established by the United States Environmental Protection Agency (USEPA)
- Document the presence of per- and polyfluoroalkyl substances (PFAS) at the Airport and follow best practices for planned development
- Document opportunities to support introduction of energy efficient equipment, such as electric ground service equipment, into airport operations
- Evaluate growing demand for electric, zero-emission vehicles and evaluate airport infrastructure to provide vehicle charging facilities

1.4.4 Fiscal Sustainability

Goal: *Maintain the long-term fiscal sustainability of the Airport*

Fiscal sustainability promotes planning of airport improvements that allow the airport to meet future demand affordably. The Master Plan Update includes assessment of the Airport's financial capacity and will prioritize planned projects based on need and funding opportunity. Fiscal sustainability is a goal under which the following objectives pertain:

- Maximize the business potential and effectiveness of the Airport through evaluation of revenue generation opportunities
- Consider the cost of planned projects against potential savings (e.g., benefit-cost analysis)

- Evaluation of planned improvements should consider both cost and potential savings if a proposed project improves airport operational performance
- Land use planning should enhance the Airport's ability to generate income from lease revenue and supported airport operations
- Identify the feasibility of growth in cargo transfer operations to strengthen ANC's necessity in trans-Pacific air cargo

1.4.5 Land Management

Goal: *Facilitate long-term Airport development through strategic land management planning*

Strategic land management is a process to evaluate the Airport's existing land and assess the highest and best use for limited land resources. In some cases, the result identifies land assets for targeted development. In other cases, the result identifies land assets for preservation to enable the Airport's future improvement. Land management is a goal under which the following objectives pertain:

- Document the Airport's existing land uses by type
- Document the Airport's lease durations
- Prioritize land uses that promote aviation activity to realize maximum revenue generation (e.g., a tenant that leases land and generates aviation activity also provides landing fee revenue)
- Use the Master Plan Update to communicate the Airport's development vision and provide clear rationale for airport lease negotiation and decision making
- Promote the highest and best use of Airport property with sensitivity to the Airport's proximity to residential areas
- Consider land use compatibility and development recommendations proposed in the WADP and ANC 2040 LUP

1.4.6 Communication

Goal: *Engage stakeholders through open communication*

The Airport is a vital transportation and economic asset for the State of Alaska. Its continued operation is essential. The Master Plan Update must document and communicate the Airport's importance and why its continued improvement is necessary. Likewise, the Master Plan Update

is an opportunity for a wide range of stakeholders to participate in the planning process to communicate how they are impacted, both positively and negatively, by the Airport and its operation. This goal helps the Master Plan Update promote effective dialogue between the Airport and stakeholders. Communication is a goal under which the following objectives pertain:

- Build stakeholder trust through regular, open communication and collaboration
- Provide opportunities for stakeholders to engage and document stakeholder feedback
- Document how stakeholder feedback is considered in the creation and evaluation of development alternatives. Document rationale when stakeholder concerns are unable to be addressed
- Document the Airport's relationship with FAA and the State of Alaska and how the relationship affects the Airport's decision-making authority and ability

1.4.7 Resilience

Goal: ***Minimize impact of operational interruptions and disruptions***

Airports can be impacted by both acute and chronic threats such as severe weather, volcanic eruptions, security breaches, sea level rise and aging infrastructure. The Master Plan should consider how existing facilities can be enhanced to enable recovery that minimizes disruptions and allows the facility to reach appropriate capacities within desired timelines. The Plan should also consider how new facilities can be planned to address future changes and potential challenges to ensure its overall resilience in the long term. Resilience is a goal under which the following objectives pertain:

- Evaluate existing and future facilities relative to future climate scenarios (e.g., runway length, increased temperatures, etc.)
- Plan facilities to withstand potential disruptions and enable airport operations to maintain operational readiness (e.g., provide sufficient snow storage and consider future changes to weather)
- Plan facilities with airport user needs in mind (e.g., consider how people may be protected from weather in the event of a terminal evacuation)
- Consider geopolitical impacts to ANC's market including how airspace closures and changes in trade could impact ANC's cargo business.